Engineer Branch Brief

8 August 2004

LTC Roger A. Wilson, **Engineer Branch Chief**

Officer Personnel Management Directorate

U.S. Army Human Resources Command – Alexandria

Agenda

- **Bottom Line Up Front – CCIR**
- **G1 Update – culture change**
- **OERs--writing, managing**
- **Lieutenants--accessions, females, OPD**
- **Captains--command queue, BQ opportunities**
- **Majors--CFD, CSC, BQ facts and myths**
- **LTCs--promo, command, and SSC**
- **COLs--DPWs, et.al.**
- **Force Stabilization Initiatives**
- **More Stuff**

Engineer Branch

LTC Roger Wilson
Branch Chief

LTC Bryan Truesdell
LTC Assignments

MAJ Rich Pratt
MAJ Assignments

CPT David Hibner
BQ CPT Assignments

CPT Sinlan Morrow
NBQ CPT /FRO

Lisa Tate
LT Assignments

Mr. Denzil Scott
Field Grade Technician

Ms. Samantha Tripp
Company Grade Technician

Bottom Line Up Front

- Truth, as we know it, has a date-time stamp--Why?
  - Policies regarding GWOT, OEF, OIF, Stabilization,. . .
  - TRANSFORMATION (TWA , UA/UE, OPMS III, OES, SBCT)
- Assignments are a balance of: Needs of the Army, individual preference, professional development, desires of the field… *THE BALANCE HAS CHANGED!*
- As a commander or leader, you have a vote. *However*...see above regarding “check writing”.
- Counseling, writing OERs, and managing your (and your bosses) profile are a “glass ball”

  -- Why? Because mistakes last forever!

Moving Officers (PCS Guidelines)

- *_Readiness and Stabilization_ will be the drivers
- *Moves will be based on: Army requirements, skills & experience, not time on station
- *Tour equity, summer moves, HS stabilization, AI 12 months out, are now “considerations” not drivers
- Assign & manage at Division/Brigade level
- Support The Way Ahead initiatives and mitigate impact on other goals
- Implement _force stabilization_ programs
  - Synchronize arrivals and departures (60-day+ window)
  - Unit support takes precedence over individual
- Minimize back-to-back deployments
- Revise pre-GWOT personnel policies based on operational lessons learned

* *In effect since start of FY04*

OPMD Manning Priorities

By Law
- AC/RC
- Acquisition Cor

1

GWOT
- Deploying Forces
- Deployed Forces
- Reset Forces
- ARCENT
- DA Special Roster
- GWOT DMO

The Way Ahead
- SBCTs
- TRADOC(-)
- TWA DMOs

Troops
- EUSA
- Old Guard

By Policy
- Joint – JDAL
  - CENTCOM
  - NORTHCOM
  - Other JDAL
- DMO(-)
- Sec Army/Army Staff
- HRC
- TRADOC(-)
  - CTC/SGL
  - USAREC
  - Cadet Command
- USMA
- DAIG
- IET
- RTB

98%-102% aggregate fill

2

Troops (-)
- USAREUR (-)
- FORSCOM (-)
- USARPAC (-)
- USASOC (-)
- NETCOM (-)

90-97% aggregate fill

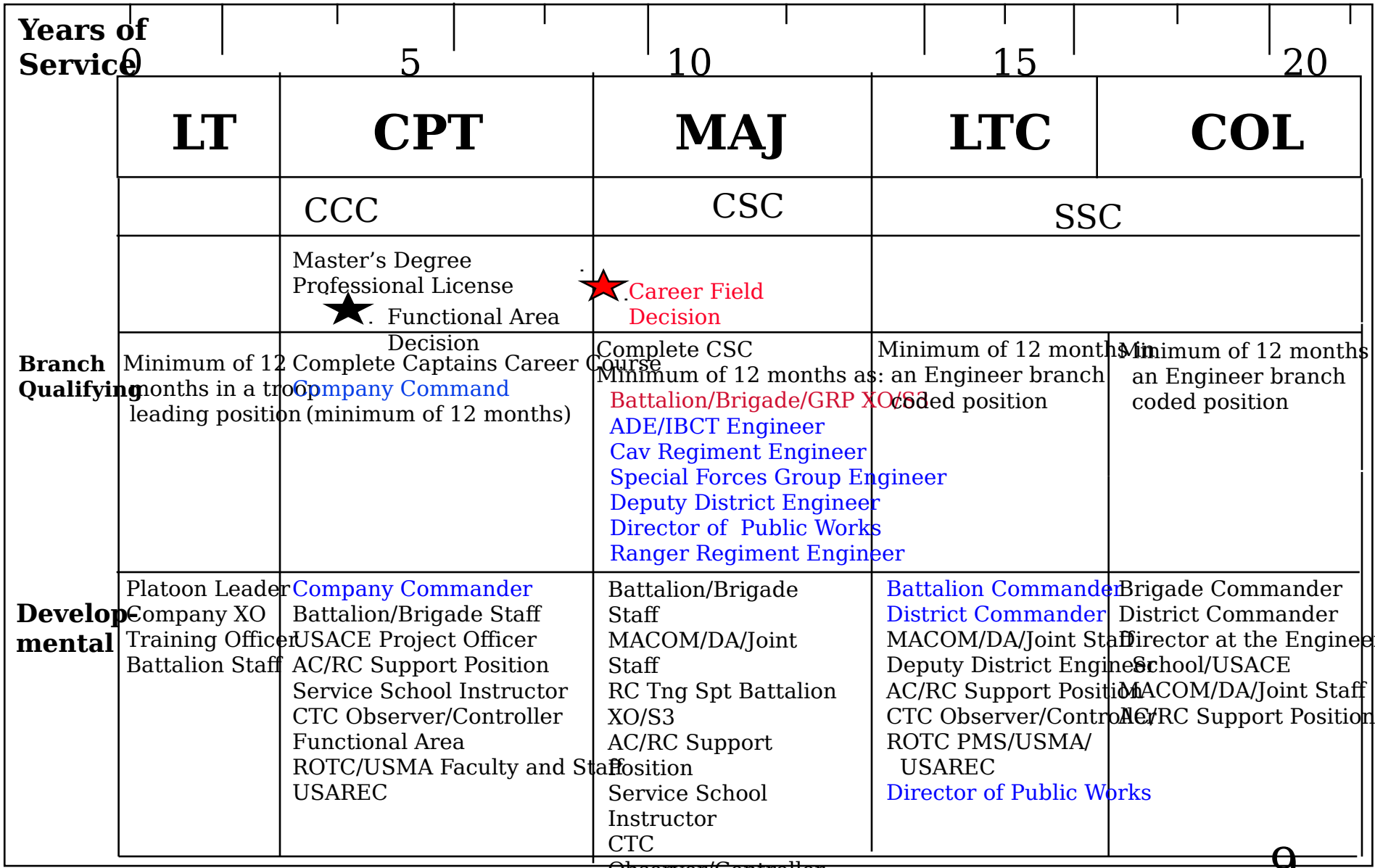
TDA
- JOINT Non-JDAL
- MDW (-)
- INSCOM (-)
- SMDC
- IMA
- ATEC

TDA (cont.)
- Corps of Engineers
- SDDC
- MEPCOM
- AMC
- NGB
- OTHERS NOT LISTED

85% aggregate fill

As of: 15 Apr 04

Professional Development



DA PAM 600-3, Figure 16-1. Engineer Life Cycle Development Model (Active)

Anatomy of a Good OER Narrative

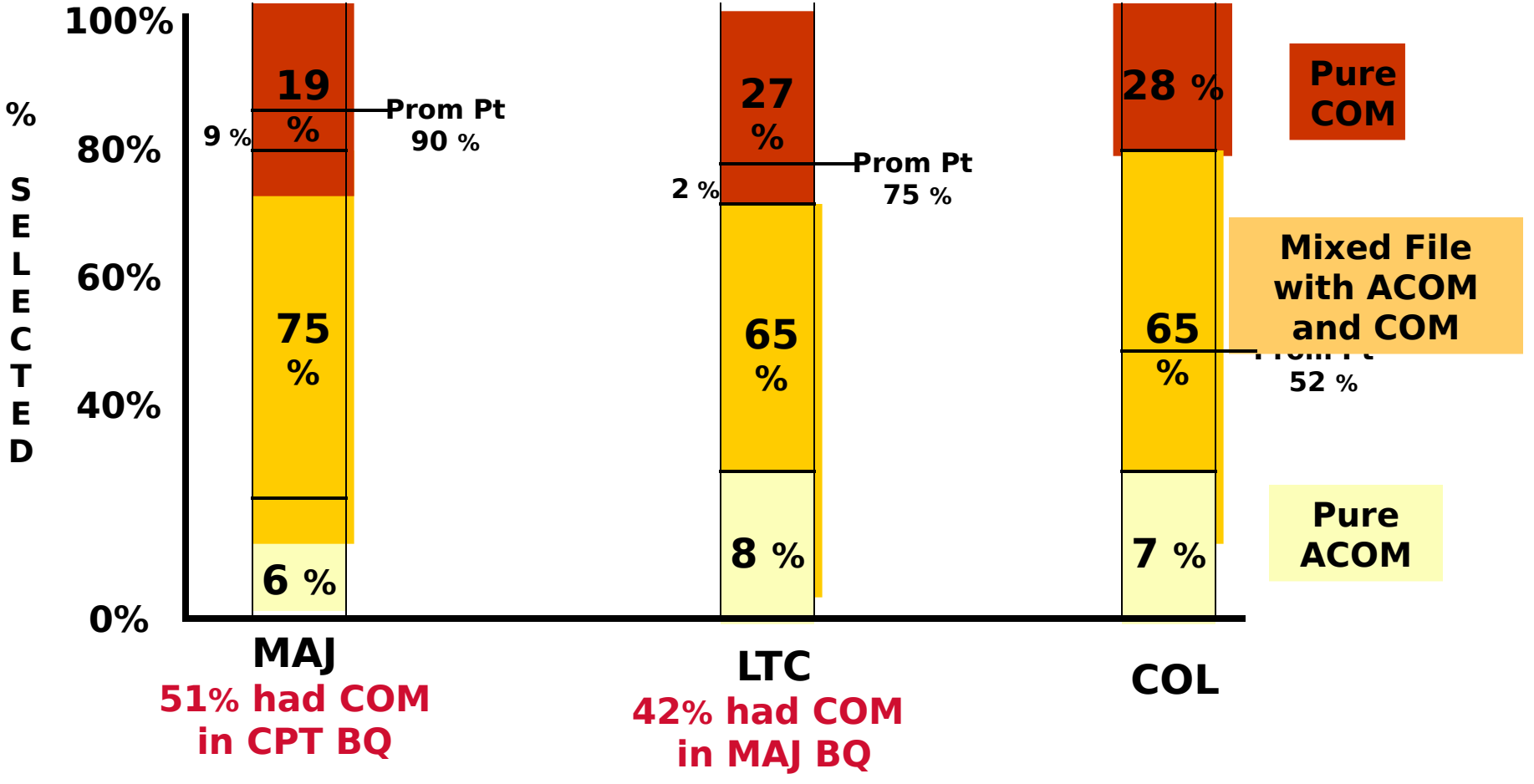
Line 1 →	**SPECIFIC Enumeration**	"top 2 of 5; top 5% I've seen; the best,..."
Lines 2-3 →	Performance	1 to 2 "big-ticket" item(s)
Lines 4-5 →	**Potential for**	
	– **Promotion**	"Must select BZ; Promote to ___ now"
	– **Command**	"Can command a ____ with distinction today"
	– **School**	"Select 1st look for ____"

See Branch Chief Notes for full details!

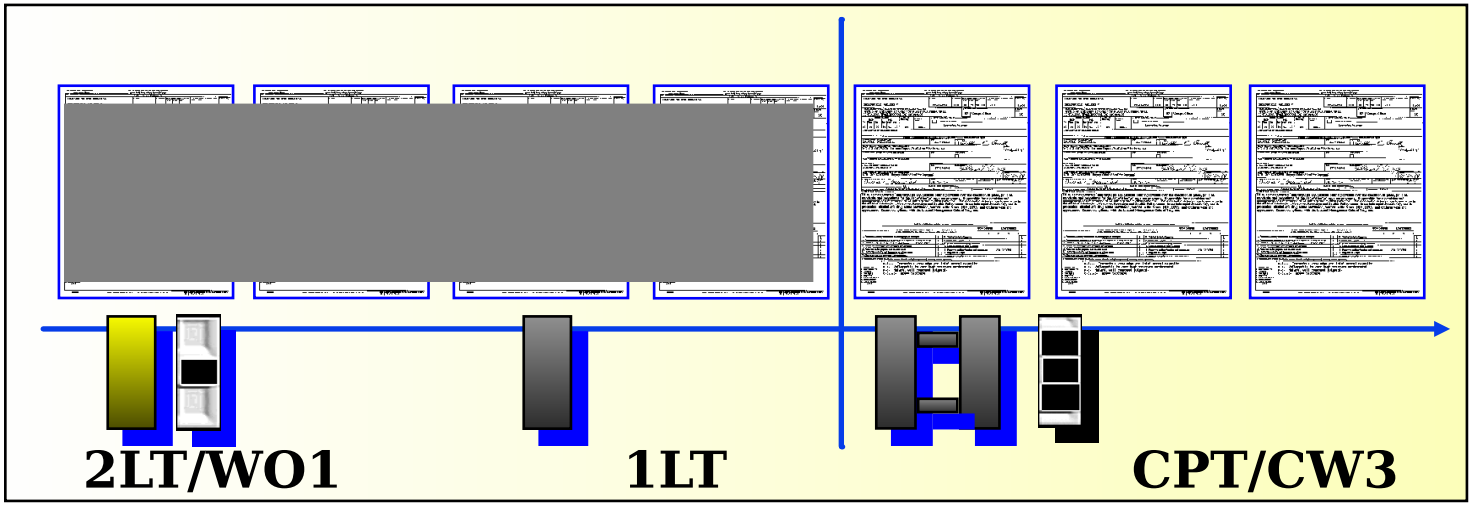
https://www.perscomonline.army.mil/OPeng/OERinfo.htm

FY02 FG Officer Promotion Selection Trends

The OER is meeting objectives!



Masking Early OERs



POLICY

- **WO1 reports "masked" after selection to CW**
- **LT reports masked after promotion to CPT**
  - Initial Requirement - YG 87 and later (e.g. YG 88/8
  - Ongoing Requirement - Upon promotion to CPT
  - ORB lists duty positions even when OERs are "masked"
  - **AER's are not "masked" and remain in your file**

Remember *ALL* LT OERs are seen by CPT Board.

LT Accessions – Targets
(assumes 42 months to CPT)

Target: The right number to bring in today to meet a future requ

BRANCH	LT	CPT	MAJ	LTC	COL	ALL	Most Res
IN	577	579	623	598	547	581	623
AR	325	316	340	315	331	330	340
FA	447	508	659	516	405	550	659
AD	196	216	310	270	285	211	310
AV	280	347	449	438	314	350	449
EN	215	384	528	576	820	348	820
SC	209	504	814	610	733	404	814
MP	97	124	185	211	122	131	211
MI	179	531	867	757	797	427	867
AG	48	138	226	256	212	134	256
FI	15	63	107	153	167	45	167
CM	140	117	161	136	109	143	161
TC	121	218	447	399	356	202	447
OD	159	298	471	329	326	278	471
QM	118	280	451	342	359	251	451
TOTAL	3126	4623	6638	5906	5883	4385	7046

Current Army Strategy:
98% of CPT Requirements

Most Restrictive Target

As of: 30 Jun 03

1LT Opportunities

1LT to Korea Program

- Minimum 12 months TOS
- Must have at least 12 months left as LT upon report date
- Contact Ms. Tate and inform chain of command

TRADOC XO Positions

- Returning from Korea
- CONUS: 12-18 months TOS
- Must have at least 12 months left as LT upon report date
- Contact Ms. Tate and inform chain of command

Advantages

- **Professional Development**
- **Priority consideration for assignments following ECCC**
- **Choose when you serve a short tour**
- **Opportunity to impact the future of the Army**

It means we need 10-15 lieutenants from CONUS every six months—limited success in past. Have gone to "sequential orders" to EOBC LTs.

Engineer Captains Career Course

ECCC - 20 WKS + CAS3 -5 WKS + UMR/UMSL - 15-19 WKS → TROOPS

41-44 WEEKS

ECCC - 20 WKS + CAS3 -5 WKS → TROOPS

25 WEEKS

ECSC - 20 WKS + ~~CAS3 -5 WKS~~ + UMR/UMSL - 15-19 WKS → TROOPS

35-39 WEEKS

ECSC - 20 WKS + ~~CAS3 -5 WKS~~ → TROOPS

20 WEEKS

Engineer Command and Staff Course

AS OF:6 AUG 04

CPT Promotion Board Results

		ABOVE ZONE			PRIMARY ZONE		
		CON	SEL	%	CON	SEL	%
FY99 YG96	ARMY	32	19	59.3	4122	4053	98.3
	ENGR	3	2	66.7	362	351	96.9
FY00 YG97	ARMY	47	31	66	3081	3044	98.8
	ENGR	9	5	55.6	270	265	98.1
FY01 YG98	ARMY	25	13	52	3695	3658	99
	ENGR	3	1	33.3	322	320	99.4
FY02 YG99	ARMY	22	4	18.2	3684	3618	98.2
	ENGR	2	0	0	289	286	99

The Captain Years

ECCC	UMR	STAFF W/ TROOPS/ CO CMD

ACRC	ACS - USACE
USAREC	TWI - USACE
ROTC	ACS - USMA
OC	Project Warrior
FA	

3.5 5 6 7 8 9 10 11 12

FA DESIG

AAC BOARD

PZ BOARD MAJ/CFD BOARD

CSC BOARD

CPTs -- Command and After

- Company Command is THE CRITICAL NODE in a career
  - all lieutenant and captain development leads to it
  - level of success defines all future opportunities (ACS, CSC, …)
- Knowing this, the Bn Cdr bears tremendous responsibility
  - to cycle junior officers into “tailor-made” developmental jobs
  - to coach, train, develop, and spotlight serving company cdrs
  - to ensure senior raters “have the math” to rate deserving cdrs
  - to counsel cdrs about follow-on opportunities to serve
- THERE IS NO “ODS” FOR A BQCPT AT YOUR UNIT*
  - extensions and 2d commands deny the gaining commands manpower and extend the queue & timelines for your CPTs
- BQCPTs serve the BIG “A” (USACE, USAREC, AC/RC)

Company Command
"By Installation"

Installation	Cmds	Open to Females	Queue (months)*	Installation	Cmds	Open to Females	Queue (months)*
FLW (TDA)	16	15	12	Germany	30	15	*29
Korea	11	5	12	Campbell	5	2	24
Riley	10	4	18	Carson	8	4	*48
FLW (TOE)	4	1	12	Bragg	19	9	36
Polk	4	3	24	Belvoir	3	3	24
Lewis	10	6	24	Hawaii	8	6	*42
Rucker	1	1	18	Sill	1	1	nom
Stewart	12	6	24	Eustis (DIVE)	1	1	nom
Drum	4	2	30	Gulfport (TDA)	1	1	nom
Alaska	3	2	24	Irwin (NTC)	1	0	nom
Benning	6	3	26	Panama City (DIVE)	1	1	nom
Hood	25	10	28	Shephard AFB (TDA)	1	1	nom

*** Queue data as of: 3 AUG 04**

Total Company Commands: 185
Total available to Female Officers: 103

Captains

BQ CPTs 345

145

8

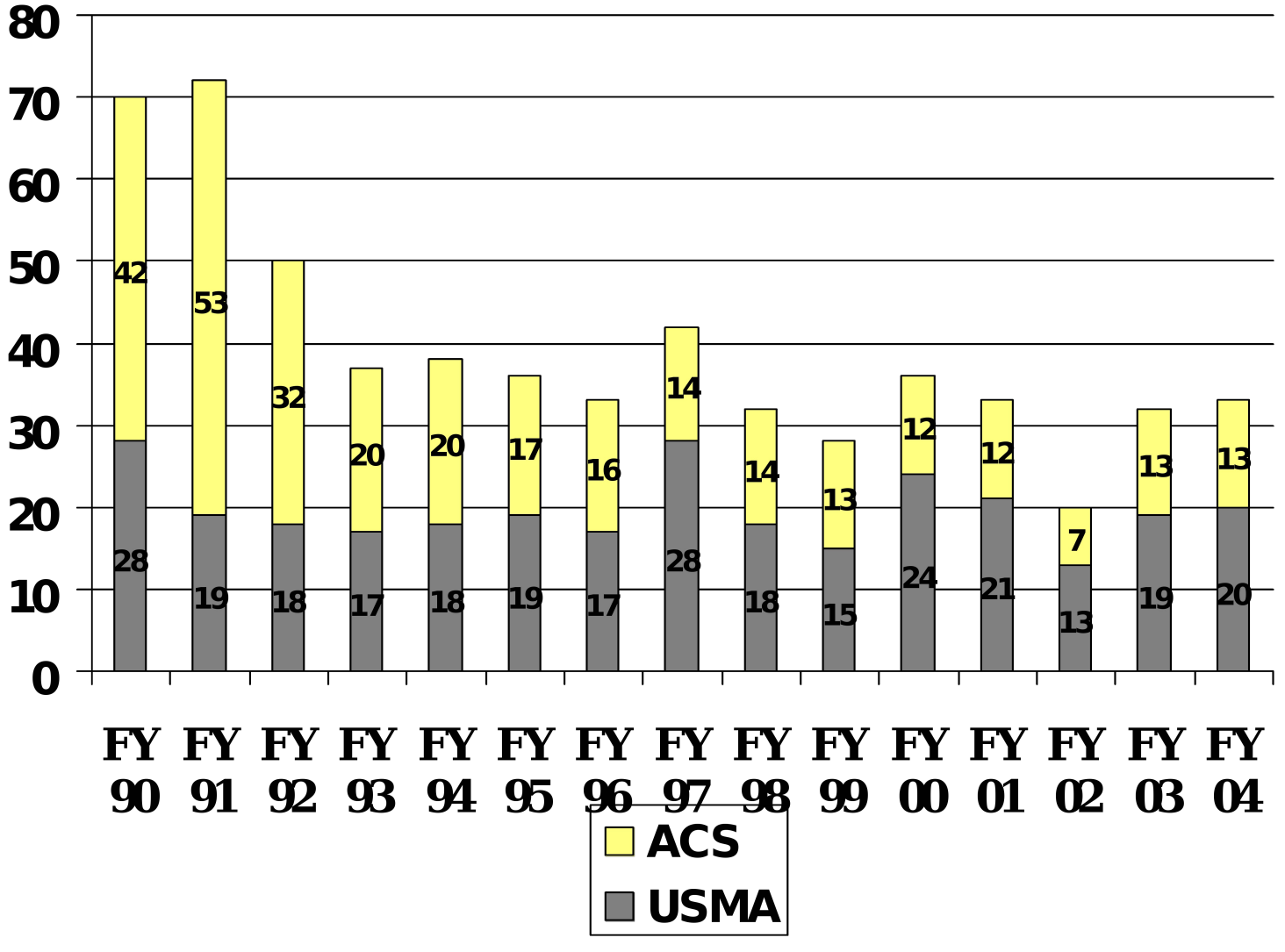
Company Commands

NBQ CPTs 1113

TYPE UNIT	CONUS	OCONUS	TOTAL	FEMALE CMDS	OCONUS FEMALE CMDs
DIV MECH	44	24	68	***17***	***6***
DIV LT/ABN/AASLT	12	4	16	***4***	***1***
CBT HVY	15	8	23	23	8
CSE/LT EQUIP	6	2	8	8	2
BRIDGE	2	3	5	5	3
CORPS ABN/MECH/WHL	16	4	20	***5***	***1***
TOPO	4	3	7	7	3
TNG	20		20	19	
PRIME POWER/MDW CO	4		4	4	
2, 3, 11 ACR	3		3	0	
SEPARATE HQS DIV/BDE/GRP	7	4	11	11	4
Totals	**133**	**52**	**185**	**103**	**28**

Blue Italics: Only HHCs open for female officers

Advanced Civil Schooling



Civilian Education Programs

- **Cooperative Degree Program** — *80% ECCC*
  - With ECCC (UMR, UMSL, Webster)
  - With CGSC
- **Degree Completion Program**
  - Primarily for officers who need to complete bachelor's degree
- **Advanced Civil Schooling**
  - For Engineer Branch: — *13 in FY04*
    - 18 months fully fu egree
    - **3 year utilization tour at a USACE district or defense mapping agency**
  - For USMA instructor program — *20 in FY04*
    - 2 year fully funded master
    - **3 year utilization tour at USMA**
  - For functional area:
    - 18-24 months fully funded master's degree
    - **3 year utilization tour at a coded functional area position**
- **Olmsted Scholarship Program** — *2 in FY04*
  - 6-12 months language trainin
  - **2 years in a foreign country attending an accredited university**
- **JCS Intern Program** — *5 in FY04*
  - **12 months at Georgetown for MS in Public Policy Management**
  - **24 months on the Joint Staff**
- **Harvard Strategist** — *1 in FY04*
  - **12 months at JFK vard**
  - **24 months Army G3 Staff as Strategist**

Royal School of Military Survey — *1 in FY04*

- **12 months in Cambridge, England**
- **24 months Utilization at Defense Mapping School, Ft. Belvoir**

Functional Area Management

DESIGNATION
5th Year Active Federal Service

- **ARMY REQUIREMENTS**
- **OFFICER PREFERENCE**
- **MOP/ DEGREE/GPA/DLAT**

REDESIGNATION

- **HOLD DESIGNATED FA 2 YRS**
- **ARMY REQUIREMENTS**
- **MUST MAKE SENSE**

SINGLE TRACK → **NOT AN OPTION NOW**

The Career Fields

Operations

- **Basic Branches**
- **FA 39 PSYOP and Civil Affairs**
- **FA 90 Multifunctional Logistician**

Operational Support (OS)

- **FA 48 Foreign Area Officer**
- **FA 51 Army Acquisition Corps**

Information Operations (IO)

- **FA 24 Information Sys Engr**
- **FA 30 Information Operations**
- **FA 34 Strategic Intelligence**
- **FA 40 Space Operations**
- **FA 46 Public Affairs**
- **FA 53 Info System Management**
- **FA 57 Simulation Operations**

Institutional Support (IS)

- **FA 43 Human Resource Management**
- **FA 45 Comptroller**
- **FA 47 USMA Permanent Instructor**
- **FA 49 Opns Research/Sys Analysis**
- **FA 50 Force Management**
- **FA 52 Nuclear Research and Opns**
- **FA 59 Strategic Plans and Policy**

CFD Departures for Engineers

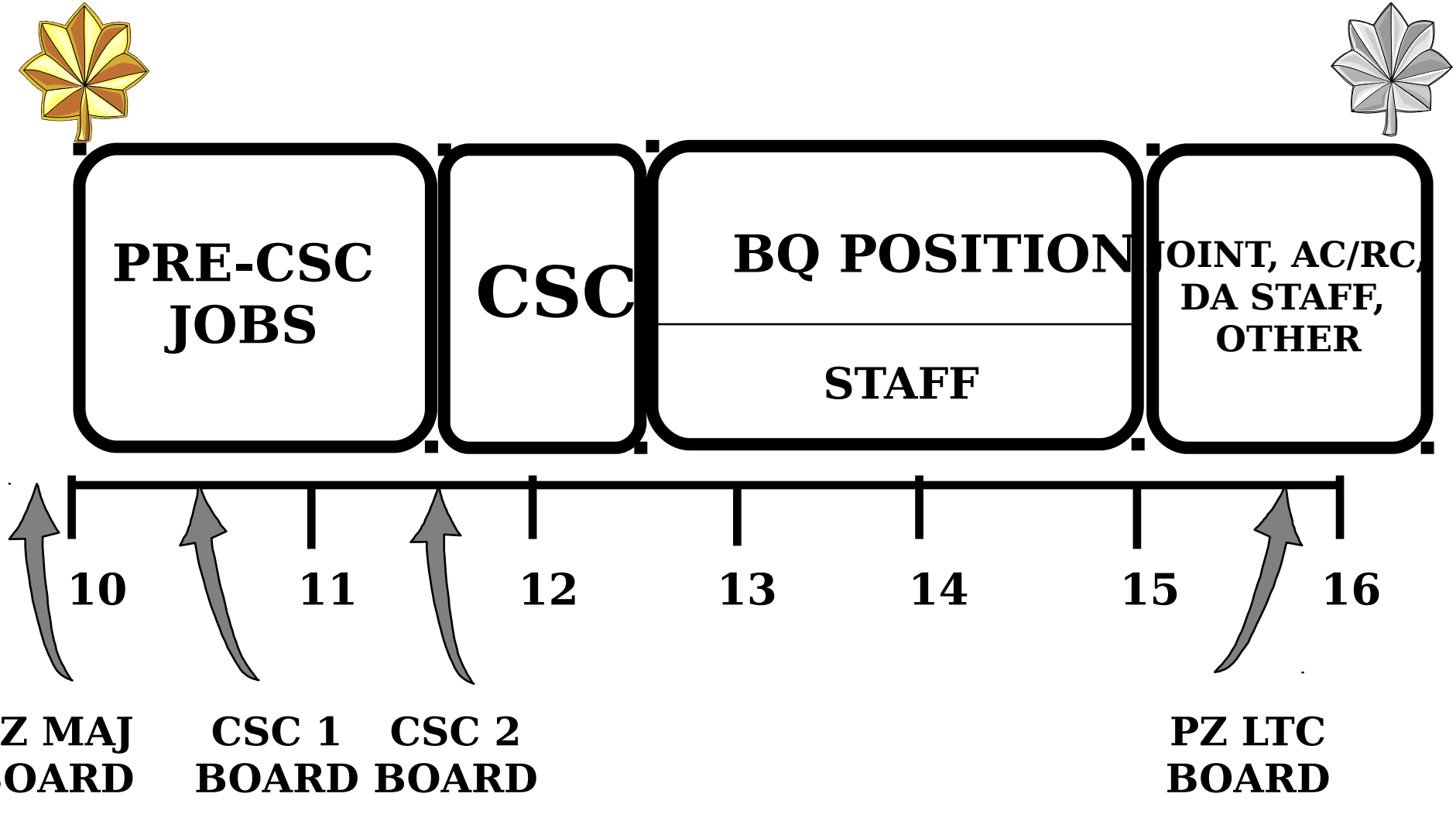
	YG81	YG82	YG83	YG84	YG85	YG86	YG87
BEGIN	78	87	71	83	73	99	93
OPS	68	76	60	70	66	78	87
IO	3	4	2	1	1	3	3
OS	3	4	4	5	4	0	0
IS	4	3	5	7	2	18	3
#Depart	10	11	11	13	7	21	6
%Depart	13%	13%	15%	16%	10%	21%	6%

	YG88	YG89	YG90	YG91	YG92	YG93
BEGIN	88	90	86	81	89	91
OPS	84	75	84	81	86	77
IO	1	5	0	0	1	3
OS	0	3	0	0	0	2
IS	3	7	2	0	5	11
#Depart	4	15	2	0	6	16
%Depart	5%	17%	2%	0%	7%	18%

MAJ Promotion Board Results

		ABOVE ZONE			PRIMARY ZONE			BELOW ZONE		
		CON	SEL	%	CON	SEL	%	CON	SEL	%
FY00 YG90	ARMY	475	152	32	1891	1506	79.6	1854	89	4.8
	ENGR	27	4	14.8	100	82	82	102	4	3.9
FY01 YG91	ARMY	519	178	34.3	1659	1377	83	1611	82	5.1
	ENGR	30	9	30	89	72	80.9	85	3	3.5
FY02 YG92	ARMY	502	143	28.8	1468	1314	89.5	1603	108	6.7
	ENGR	32	6	18.8	81	73	90.1	107	10	9.3
FY03 YG93	ARMY	406	155	38.2	1442	1353	93.8	1802	122	6.8
	ENGR	27	8	29.6	89	83	93.3	145	13	9.0

The Major Years



BQ Major Positions
"By Installation"

Installation	XO/S3/REG	Installation	XO/S3/REG
Belvoir	2	Polk	3
Benning	4	Riley	5
Bragg	11	Stewart	*8 (11)*
Campbell	*3 (11)*	FLW	8
Carson	6	Alaska	2
Drum	*3 (11)*	Germany	19
Hood	14	Hawaii	7
Lewis	7	Korea	6
Irwin (NTC)	1		
Total	45		50

DPW (5)	DDE (9)
Kuwait	Nashville
Saudi Arabia	Philadelphia
Germany	San Francisco
	Charleston
	Detroit
	Honolulu
	Walla Walla
	Albuquerque
	Buffalo

Total XO/S3 Positions: 109
Total BQ Positions in USACE / DPW: 21

Majors -- CSC, BQ facts and myths

- *Branch will not endorse 2x deferral for CSC! Why? Because it limits BQ options before PZ LTC board*
- Resident CSC vs. non-res CSC?
  - *Manner of performance is the determining factor to LTC!*
- ILE…*Start in Fall 05 with YG94*
  - Aug 04 last CSC board (2d look YG93 ~20%)

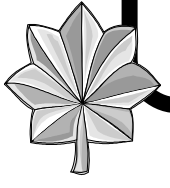
  (continue to include CSC in senior rater comments until 05!)
- 1 Year in DA PAM 600-3 defined BQ job is “BQ”
  - 24 months BQ not an absolute requirement
  - 1 successful year has been enough to make LTC/Cmd
  - More is better…more ACOM-time is obviously better
- *After BQ (goal is 24 months), MAJs serve the Army*

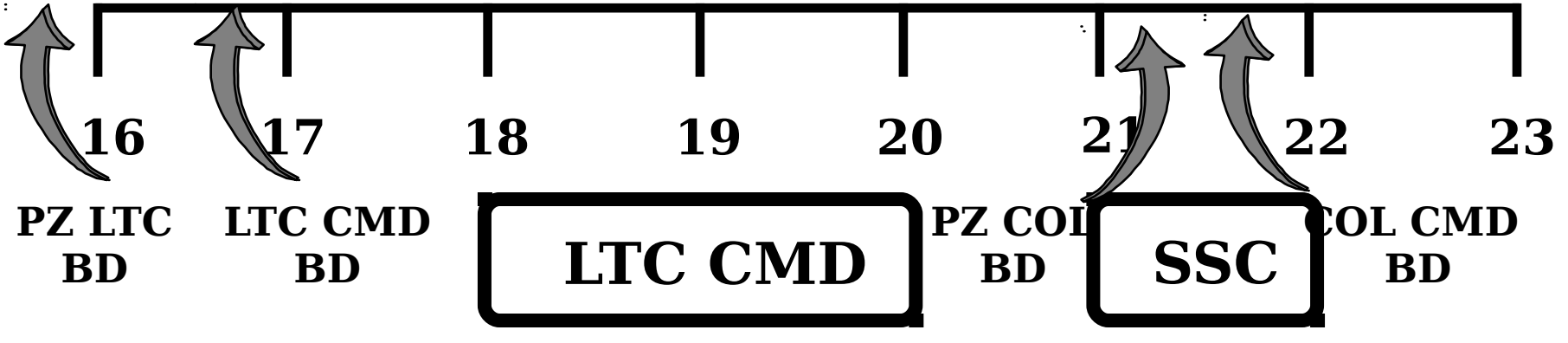
LTC Promotion Board Results

		ABOVE ZONE			PRIMARY ZONE			BELOW ZONE		
		CON	SEL	%	CON	SEL	%	CON	SEL	%
FY00 YG84	ARMY	1288	73	5.7	1596	1154	71.7	1529	96	6.3
	ENGR	69	3	4.3	102	82	80.4	74	2	2.7
FY01 YG85	ARMY	1281	76	5.9	1409	1066	75.7	1448	90	6.2
	ENGR	71	0	0	71	60	84.5	74	6	8.1
FY02 YG86	ARMY	798	87	10.9	905	700	77.3	1105	63	5.7
	ENGR	49	4	8.2	67	56	83.6	76	3	3.9
FY03 YG87	ARMY	766	49	6.4	1046	833	79.6	1039	68	6.5
	ENGR	45	2	4.4	72	56	77.8	72	5	6.9

The Lieutenant Colonel Years

Battalion / District / TSBn Commanders
Deputy District Engineers
Directors of Public Works
Joint Assignments, Branch Immaterial





LTC Board Statistics

LTC FY '04 STATS				
STATISTIC	AZ SEL	PZ SEL	PZ NON SEL	BZ SEL
ARMY	6.9	79.0	21.0	7.4
ENGINEER	50/3	66/51	66/15	74/7
	6.0	77.3	22.7	9.5
TOTAL	3	51	15	7
Average BQ Time	13.7	16.9	10.7	12.9
MEL 4	1	29	5	7
MEL 4 (Non-Resident)	2	22	7	0
NON - MEL 4	0	0	3	0
DDE as BQ	1	4	2	0
DPW as BQ	0	5	1	0
TRADOC as BQ	1	0	1	0
FORSCOM as BQ	1	37	8	7
Two Type Units as	0	2	0	0
No BQ Time	0	*3	3	0
One or more COM	0	9	8	0
One COM / One ACOM OER in BQ	0	16	1	0
ALL ACOM OER in	3	23	3	7
No BQ Report	0	3	3	0
	* Three officers serving in SAMS billet.			

LTCs -- CMD, SSC, Promo

The Army considers you a success if you make LTC

…in the past, however,

- O-5 Command
  - ~ 40% of a YG get selected for LTC Command
- SSC
  - ~ 98% of a CSL command cohort will attend RES-SSC
- Promotion – *requirements driven!*
  - ~ 50% of a YG will get selected for O-6
  - > 81% of a command cohort will be selected
  - ~ 10% chance if DPW, DDE, or “other”
- O-6 Command
  - ~50-70% of a LTC command cohort will be selected

BN Command Board Analysis for FY 05 Commands

	1st Look	2d or 3d Look	Overall
Selected	24	2	26
Considered	63	121	184
Percentage	38.1%	1.7%	14.1%

- Most selected had 21-24 months branch qualification at the time of the board
- Most selected had S3 and XO at Battalion and/or Brigade level
- Several had ADE/Reg Engr then S3 or XO
- TSS and Institutional selected had a mix of Tactical, TDA, and DDE / DPW BQ time

OERs	Select		Non-Select
	1st Look	2nd or 3rd Look	1st Look
All ACOM	6	1	2
All BQ ACOM	13	1	8
1 BQ COM	5	-	20

- The five files with COM in BQ positions included very strong words and had subsequent ACOM reports in a second BQ position.
- The two All ACOM files either only competed in one very limited category or had very minimal BQ time.

COLs -- DPWs, et.al.

- Colonels serve the needs of the Army
  - 42 O-6 CSL Commands (8 Commands with troops [TOE], 32 Commands with USACE, 2+ other)
  - *the other 70+ Colonels serve installations, MACOM staffs, and USACE*

- CONUS DPWs (LTC & COL) are being “civilian-ized”
  - why? FORSCOM & TRADOC coded DPWs as positions which could, with little harm, be converted to civilian; G3 subsequently ID’d DPWs as a bill-payer in TAA09 and then TAA11
  - jury out on how TIM is to handle this… *request for DMOs for summer 04 vacancies was denied!*

COL Promotion Board Results

FY00 YG79	ARMY	799	76	9.5	711	370	52	951	36	3.8
	ENGR	34	2	5.9	43	27	62.8	57	1	1.8
FY01 YG80	ARMY	429	3	0.7	569	318	55.9	657	19	2.9
	ENGR	28	0	0	47	31	66	59	0	0
FY02 YG81	ARMY	674	18	0.9	747	393	52.6	833	29	3.5
	ENGR	32	0	0	52	34	65.4	61	1	1.6
FY03 YG82	ARMY	458	4	0.9	546	292	53.5	618	24	3.9
	ENGR	34	0	0	54	19	35.18	50	0	0

Force Stabilization: How We Will Man The Force

Stabilization

- Most stability and predictability
- Longer assignments for CONUS-based Soldiers and Families
- Extended initial tours
- Enables higher levels of cohesion
- Uses a regional approach
- Multiple opportunities to return to same Post

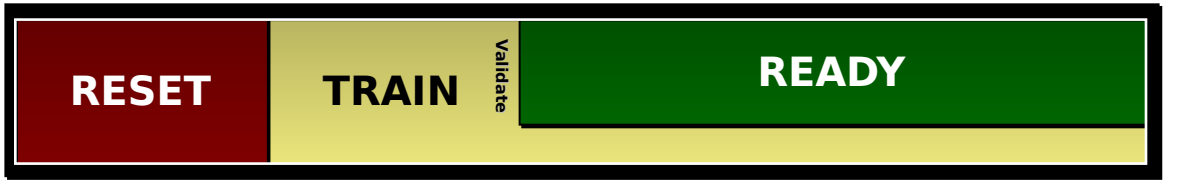
Unit Focused Stability

- Synchronizes with Unit Operational Cycle
- Minimizes Soldier losses for deployed units
- Provides combat ready, agile, cohesive units
- Uses Lifecycle and Cyclic Manning Management

Individual Replacement System (IRS)

- Current System; Doesn't go completely away
- Used for most OCONUS units until return to CONUS
- Used for the Institutional Army (TRADOC, etc)
- Some low density specialties will always stay IRS

Unit Focused Stability: Lifecycle Management



- **Synchronizes Soldier's tour with the unit's operational cycle (36 months)**
  - **Minimizes attrition (PCS/ETS) for deployed units – increases deployability**
  - **Provides horizontal & vertical cohesion**
- **Focused on Brigade Combat Teams**

Lifecycle management focuses personnel turbulence to reset periods:

- **Maximizes unit cohesion, deployability and readiness**
  - **Un-programmed losses (4-8%) replaced with personnel packages annually**
  - **Medical, UCMJ, Administrative Separation, and exceptions**
- **50 – 70 % of the unit turns over at end of cycle**
- **By exception losses for ARSOF and Old Guard**
- **Installation challenges may include:**
  - **Housing**
  - **CIF**
  - **In/Out Processing**

x

The Brigade Commander Controls Internal Turbulence

- Enables leader development
- OES/ NCOES TDY & return
- Length of time for Leader Qualification

Unit Focused Stability: Cyclic Management

- Sustained by periodic replacements to “normalize” training cycle
- Focused on headquarters elements and low density specialties
- Enhances continuity of operations
- Focuses training to sustainment periods

Cyclic management focuses personnel turbulence to a scheduled one or two month period

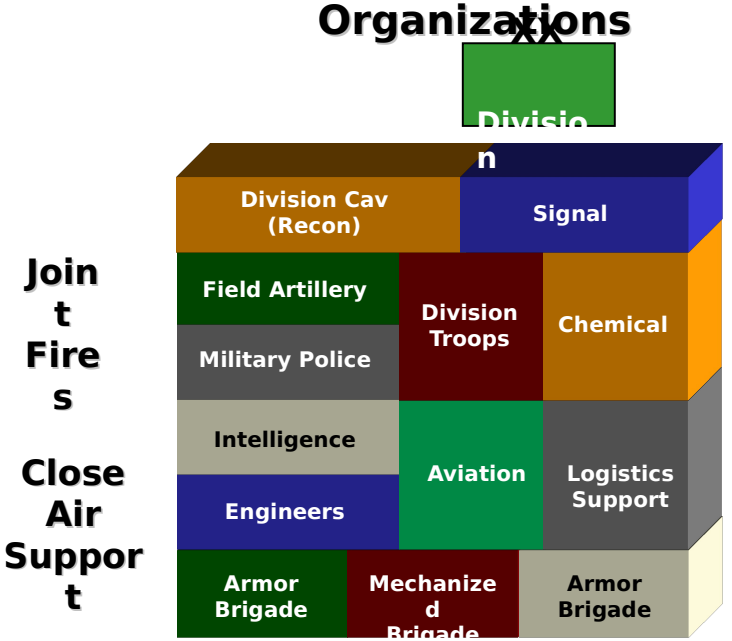
- Maximizes Unit cohesion and readine
- Installation challenges may include:
  - Housing
  - CIF
  - In/Out Processing

TENETS

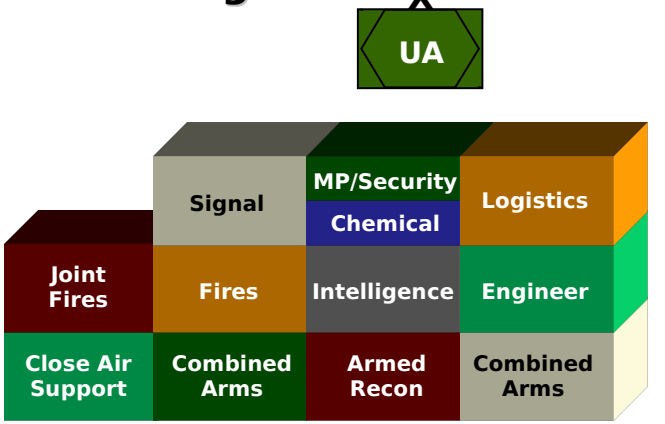
- 12 months in length (Sustain & Ready)
- Combat Support, Combat Service Support units, and Command and Control elements
- Synchronized sustain phases
  - Programmed losses and replacements only during this phase
  - Allows for focused training/ resource prioritization
  - 15 to 30% losses annually
- By exception losses for SOF, CSM Selectee, OCS

Changing to Brigade-Centric Organizations

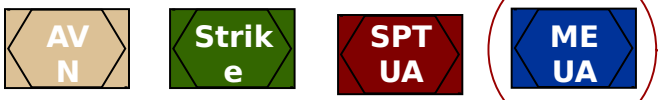
An Active Army based around large, powerful, fixed Organizations



To an Army designed around smaller, self-contained Organizations



. . . Supported by standard functional UAs



- Optimized for specific Missions -------Standard, broad, embedded capabilities
- Army - Centric ----------Inherently linked to other services
- Independent----------Independent, self-contained unit
- Support from Corps, Army----------Supported by modular UEx with functional UAs
- Large logistics, aviation units----------Functional UAs: Aviation, Support, Strike

"Maneuver Enhancement UA"
Commanded by EN O6

Going from "FAMILY SIZED" to "INDIVIDUAL SERVINGS"

Building Capabilities: Modularity "Plan"

	FY04	FY05	FY06	FY07
Divisions (UEx)			★	
New Brigades (UAs)	3rd ID, 101st, 10th Mt, 2 ID, 1st ID, 1st AR, AK	4th ID, 10th Mt	25th ID, 1st CAV	25th ID, 82nd
Converting Brigades (UAs)	10th Mt, 173rd, 3rd ID, 101st, 2 ID, 1st ID, 1st AR	4th ID, 10th Mt	25th ID, 10th Mt, 1st CAV	82nd
Stryker	SBCT1, SBCT2	SBCT3	SBCT4	SBCT5

☐ - Stationing Unknown

☐ - 5 final UAs

★ . ***Decision to implement final 5 UAs subject to operational necessity and OSD approval***

As of 211100 May 2004

Armored UA Design
from 3ID Modularity EXORD 27 Feb 04

Commanded by an Engineer!

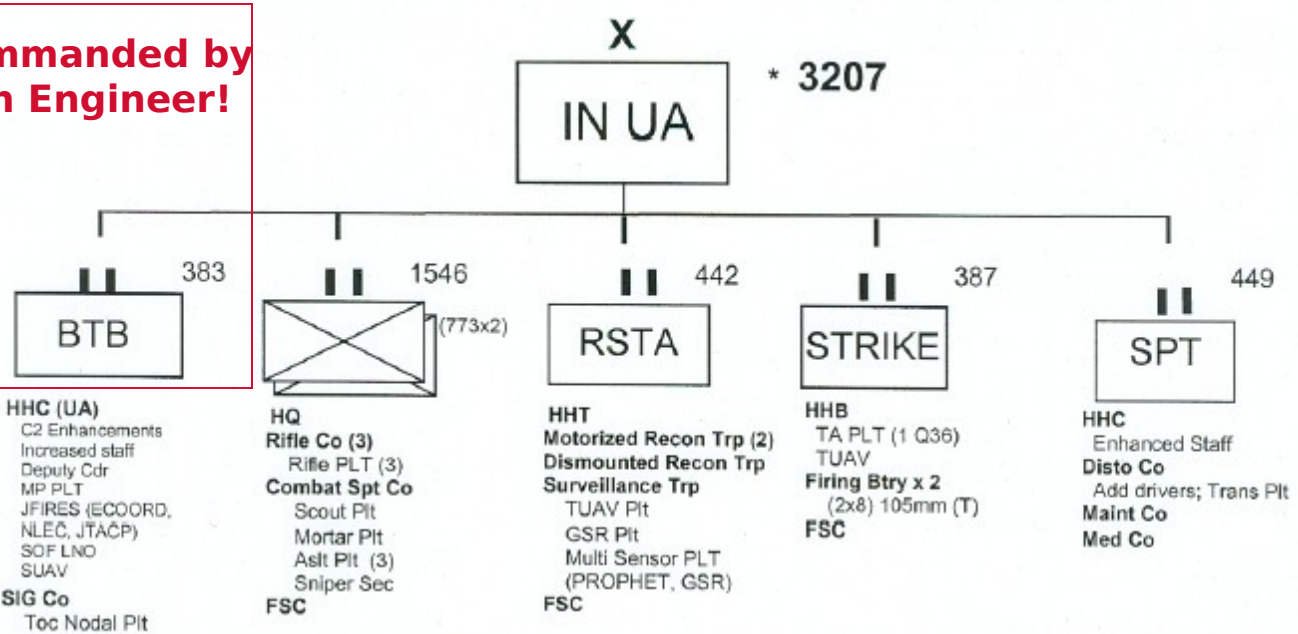
X @ 3757 "Balanced"

BTB @349	Armed Recon @ 513	@ 1930 (965 X 2)	STRIKE @ 464	SPT @501
HHC - C2 Enhancements o Increased staff o Deputy Cdr o 2 x M2 / BCV o J FIRES (ECOORD, NLEC, JTACP) o ADA/AVN STAFF o SOF LNO - MP Plt - Security Plt - SUAV Signal Co - BSB TACSAT Plt - TOC NODAL Plt - SIG SPT Plt - NET OPS TM MI Co - ISR Analysis Plt - ISR Integration Plt - HUMINT Sec - 1 Common Ground Station	HHC 3 Recce Troops - 2 x Plts w/ 3 sections w/1 x M3/LRAS3 - Mortars (2) Surveillance Troop - TUAV Plt - Multi Sensor Plt (PROPHET, GSR) - NBC Recon Plt (2 x FOX) Forward Support Co	HHC - JTAC/FSE/ w/ 3x BFIST -Sct Plt w/ 3 M2 and 5 LRAS3 - Mortars (4) - Sniper Sec 2 x Mech IN Co - 6 x INF Plts (36 squads) - Co SUAV 2 x Tank Co - Co SUAV Eng Co Forward Support Co	HHB 2 x Batteries - Paladin 2 x 8 Target Acq Plt -1 x Q36 -1 x Q37 - 4 x LCMR UAV Plt - TUAV - SUAV Forward Support Co	HHC - Enhanced Staff - SUAV - Additional drivers Maint Co Distro Co Med Co

? ← Eng Co

Infantry UA
from 10ID, 101st WARNORD 22 Mar 04

Commanded by an Engineer!



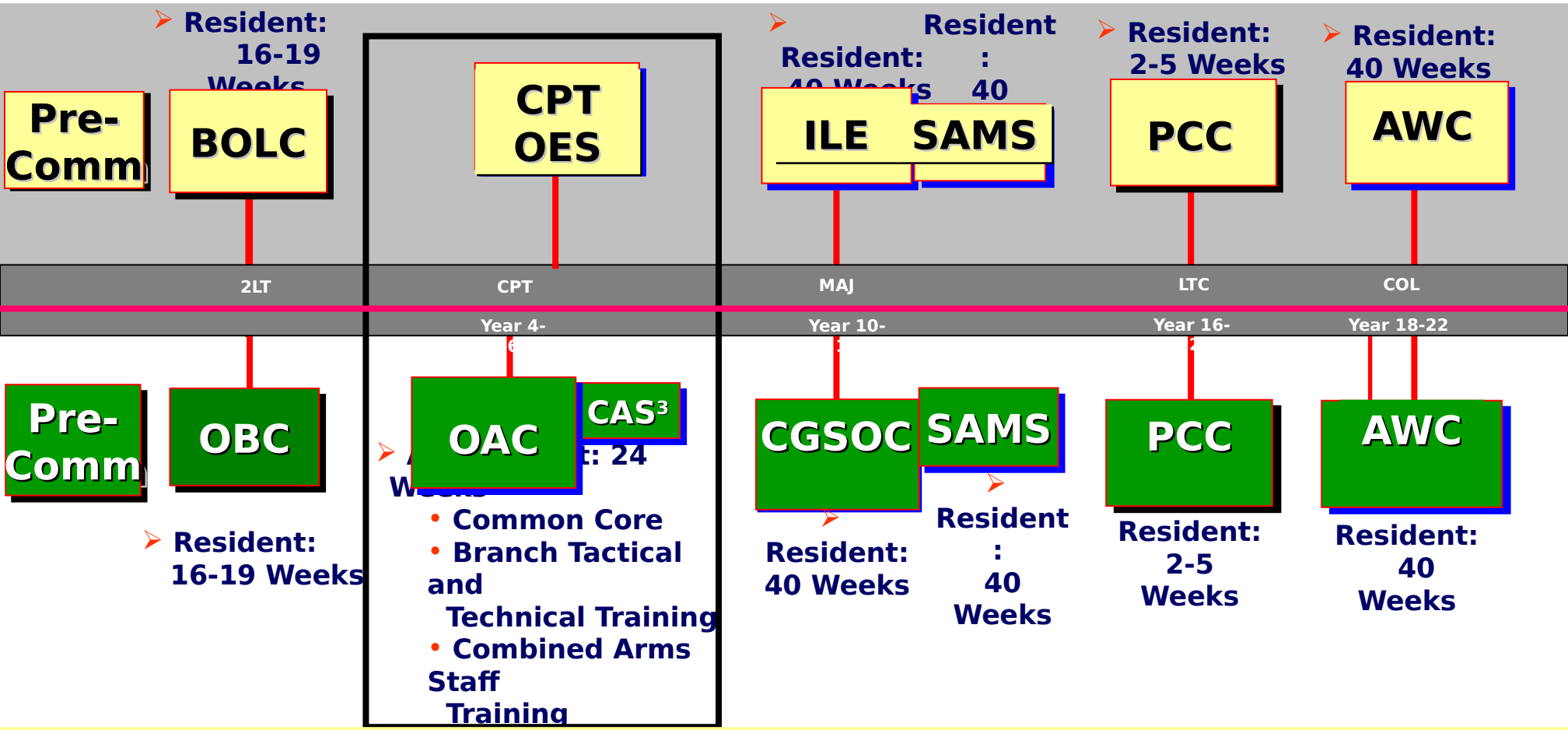
- Two Inf Bns used as start point
- Provides LRAS3-equipped Recon Capability
- Applied current systems to enable "Quality of Firsts"
- ISR teams: Brigade TUAV, Prophet, GSR, SUAV, Bde Recon Squadron w/2 Mounted Recce Trp, 1 Dismounted, 1 Surveillance Trp
- Infantry Squads: 72 (54 Rifle, 18 Weapons) Sniper: 3 (10man Tms)
- Infantry: 744 (72 squads x 9 + 12 wheeled assault squads x 8)
- Recon Tms: 30 ITAS/TOW: 12 Javelin: 76 MK19:60
- 105MM(T): 16 120MM Mortars: 12 81mm: 8

Requirements reflect Base Table of Organization and Equipment design; current as of 15 MAR 04

More Stuff

- OES—Where We’re Going
- OPMD PERSOPS Battle Rhythm
- Engineer Branch Homepage
- Automated Preference System

Officer Education System



Goal: Develop and implement a new captains career course that addresses the requirements of full spectrum operations and the Future Army

OPMD PERSOPS BATTLE RHYTHM

…a year in the life of the Officer Personnel Management Directorate

FY 2004

BOARDS

ACTIVITIES

TEAM TRIPS

REQUISITION CYCLES

LTC CMD R:Jun

SMU CMD R: Jan

COL CMD R: Jun

LTC R: Jun

FAD R: Jul

MAJ R: Aug

SSC R: Aug

CWO 3,4,5

CFD R: Aug

PMS R: Aug

COL R: Dec

CSC R: Nov

OPMD OFF-SITE

Army 10 Miler

CIV AWDS

SSC SLATING

MEL 4 DISTRO

CGSC SLATING

JSO SELECTION

OPMD PICNIC

CIV AWDS

PERSCOM RIVER RUN

APFT

G SLATES

APFT

PERSCOM FUN RUN

COL & LTC CMD SLATING

CIV AWDS

PERSCOM PICNIC

FELLOWSHIPS

JCS NOMS

ACS NOMS

CIV AWDS

OLMSTED BOARD

G1 Conf

ROTC ACCESSIONS

USMA NOMS

JCS INTERN

MEL 1 DISTRO

OPMD ANNUAL GUIDANCE

PERSCOM RIVER RUN

SEP 03	OCT 03	NOV 03	DEC 03	JAN 04	FEB 04	MAR 04	APR 04	MAY 04	JUN 04	JUL 04	AUG 04	SEP 04

USMA 3-6
Ft Campbell 22-26
Korea 9-13

Ft Lvnwth
All CSC

Ft Stewart

Ft Carson
All SSC

USMA

Ft Polk

Ft Benning

Ft Lewis

Ft Bragg

Europe

COL/LTC BLACKBOOKS

04 - 1 CYCLE Report Dates

QORB

04 - 2 CYCLE - Report Dates

Cycle Val

REQs Open

Cycle Close

QORB

05 - 1 CYCLE →

As of 3 FEB 03
updated by MAJ Moreno, C, MSB

Impact of COM OERs

As of: 8 Aug 03

- A center of mass (COM) file is different from a COM report. Many Above Center of Mass (ACOM) files contain COM reports. However, having all COM reports places an officer at risk.
- Most officers have received at least one COM report (over 92% of all CPTs, 87% of all MAJs, 85% of all LTCs). These figures continue to rise.
- A COM OER, by itself, is not a killer; all boards select officers with at least one COM report in their file.
- Most of those who are successful will have a mix of ACOM and COM OERs. Receiving some ACOMs in key jobs (i.e., while in BQ positions) is necessary. Spikes in files are essential.
- Receiving all COM OERs will place you at risk beyond promotion to Major (COM file vs. COM report).
- Board results indicate officers with a mix of ACOM and COM reports are competitive to LTC.
- Enthusiastic, but not over exaggerated, narrative comments often differentiate among COM reports.

What Are Success Rates With COM for Promotion?

- MAJ Board recessed May 02
  - 83% Selects had a mix of ACOM & COM reports in their file.
  - 51% Selects had at least one COM in a BQ position in their file.
  - 14% Selects had pure ACOM reports in their file.
  - 3% Selects had pure COM reports in their file.
- LTC Board recessed Mar 03: Operations CFD
  - 82.9% had at least one 67-9 COM in their file.
  - 57.2% had two or more 67-9 COM in their file.
  - 30.9% had three or more 67-9 COM in their file.
  - 59.3% had at least one 67-9 COM in a branch qualifying position.
- COL Board recessed Jan 03: Operations CFD
  - 72.5% Selects had at least one COM in their file.
  - 37.0% Selects had two or more COM in their file.
  - 56.6% had 1 or 2 COM in their file.
  - 15.8% had 3 or more COM in their file.

Source: https://www.perscom.army.mil/tagd/oers/bd_fdbk_oer_sys_analysis.htm

What Are Success Rates With COM for Battalion Command?

LTC CA BN CMD (Primary select rate: 16.2%)

Selected: 205 Primary List with 67-9 reports in their file.
Average # 67-9 reports: 4.4 per file.
- 45.4% had at least one 67-9 COM in their file.
- 08.8% had two or more 67-9 COM in their file.
- 18.0% of those on primary list had at least one 67-9 COM BQ position OER.

Selected: 256 Alternate List with 67-9 reports in their file.
Average # 67-9 reports: 4.94 per file
- 89.5% had at least one 67-9 COM in their file.
- 58.2% had two or more 67-9 COM in their file.

Selected: 461 Primary & Alternate List with 67-9 reports in their file.
Average # 67-9 reports: 4.7 per file
- 69.8% had at least one 67-9 COM in their file.
- 36.2% had two or more 67-9 COM in their file.

Source: https://www.perscom.army.mil/tagd/oers/bd_fdbk_oer_sys_analysis.htm

Career Timeline

Year Group	PZ CPT	FAD YR	BZ MAJ	PZ MAJ	CFD	1st CSC	Last CSC	BZ LTC	PZ LTC	1st Bn Cmd	1st SSC	Last Bn Cmd	BZ COL	PZ COL	1st Bde Cmd	Last SSC
1981															2003	2004
1982														2003	2004	2005
1983												2003	2003	2004	2005	2006
1984												2004	2004	2005	2006	2007
1985												2005	2005	2006	2007	2008
1986										2003	2003	2006	2006	2007	2008	2009
1987									2003	2004	2004	2007	2007	2008	2009	2010
1988								2003	2004	2005	2005	2008	2008	2009	2010	2011
1989								2004	2005	2006	2006	2009	2009	2010	2011	2012
1990								2005	2006	2007	2007	2010	2010	2011	2012	2013
1991								2006	2007	2008	2008	2011	2011	2012	2013	2014
1992							2003	2007	2008	2009	2009	2012	2012	2013	2014	2015
1993				2003	2003	2003	2004	2008	2009	2010	2010	2013	2013	2014	2015	2016
1994			2003	2004	2004	2004	2005	2009	2010	2011	2011	2014	2014	2015	2016	2017
1995			2004	2005	2005	2005	2006	2010	2011	2012	2012	2015	2015	2016	2017	2018
1996			2005	2006	2006	2006	2007	2011	2012	2013	2013	2016	2016	2017	2018	2019
1997		2003	2006	2007	2007	2007	2008	2012	2013	2014	2014	2017	2017	2018	2019	2020
1998		2004	2007	2008	2008	2008	2009	2013	2014	2015	2015	2018	2018	2019	2020	2021
1999		2005	2008	2009	2009	2009	2010	2014	2015	2016	2016	2019	2019	2020	2021	2022
2000	2003	2006	2009	2010	2010	2010	2011	2015	2016	2017	2017	2020	2020	2021	2022	2023
2001	2004	2007	2010	2011	2011	2011	2012	2016	2017	2018	2018	2021	2021	2022	2023	2024
2002	2005	2008	2011	2012	2012	2012	2013	2017	2018	2019	2019	2022	2022	2023	2024	2025
Boards	NOV	APR	APR	APR	JUN	AUG	AUG	MAR	MAR	OCT	APR	OCT	AUG	AUG	JAN	APR

Opportunity Cost to Get Out!

PROBLEM: What is the Opportunity Cost of Capital for me to leave the Army?

GIVEN: 21 years old at entry; die at 81 years; retire at 20 YOS; 2% inflation; annual pay raise 4%; 5% investment return, standard financial compounding factors (P/F, F/P, F/A, A/F); current pay tables; due course promotions.

FIND: How much per month would *we* have to invest starting today to equal my retirement benefit?

SOLUTION SET:

Current YOS	Investment	Lump Sum @ Retire	Monthly
5	$1.300M	$5022	
8	$1.156M	$6052	
10	$1.069M	$7081	

Cost to Get Out -- Calculations

PROBLEM: What is the Opportunity Cost of Capital for me to leave the Army? I'm at the 10 year mark.

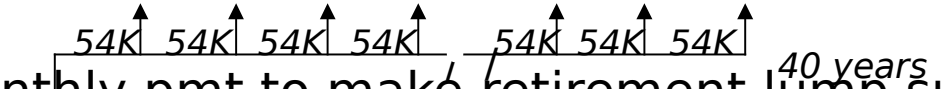
SOLUTION: LTC @ 20 today from DFAS Pay Tables: $6.1K * 12 = $73K

Adjust for raises & inflation: (F/P, .04, 10) = $(1+i)^n$ = $108K

Monthly retirement pay: $108 * 50% / 12 = $4.5K

Lump sum for Ret Annuity: (P/A, .05, 40) = $(1+i)^n$-1 = $1.07M

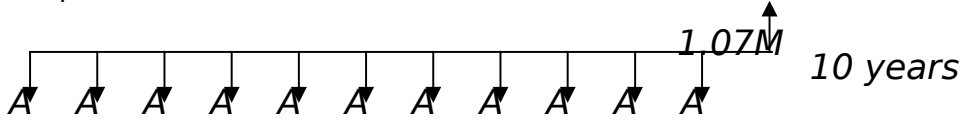
$$\frac{i\,(1+i)^n}{\qquad}$$



Monthly pmt to make retirement lump sum = (A/F, .05, 10) = $(1+i)^n$-1

$$\frac{\qquad}{12}$$

= $7081



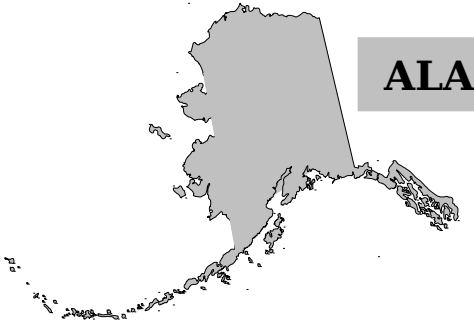
OCONUS
Active Engineer Units

KOREA

KOREA
2D ID EN BDE
2D EN BN (HVY DIV)
44TH EN BN (HVY DIV)
50TH EN CO (AFB)
82D EN CO (CSE)

HAWAII
65TH EN BN (LT)(-)
84TH EN BN (CBT HVY)
29TH EN BN (TOPO)
70TH EN CO (TOPO)

GERMANY
130TH EN BDE (CORPS)
54TH EN BN (CORPS MECH)
94TH EN BN (CBT HVY)
535TH EN CO (CSE)
38TH EN CO (MGB)
320TH EN CO (TOPO)
502D EN CO (AFB)
1ST AD EN BDE
16TH EN BN (HVY DIV)
40TH EN BN (HVY DIV)
1ST ID EN BDE
9TH EN BN (HVY DIV)
82D EN BN (HVY DIV)



ALASKA

ALASKA
562d EN CO
C CO 84TH EN BN (CBT HVY)
C CO 864TH EN BN (CBT HVY)

CONUS
Active Engineer Units

FT LEWIS, WA
555TH EN GRP (CBT)
14TH EN BN (CORPS WHL)
864TH EN BN (CBT HVY)
A CO 65TH EN BN (LT)
A CO 249TH EN BN (POWER)
18TH EN CO

FT RILEY, KS
937TH EN GRP (CBT)
1ST EN BN (HVY DIV)
70TH EN BN (HVY DIV)
568TH EN CO (CSE)

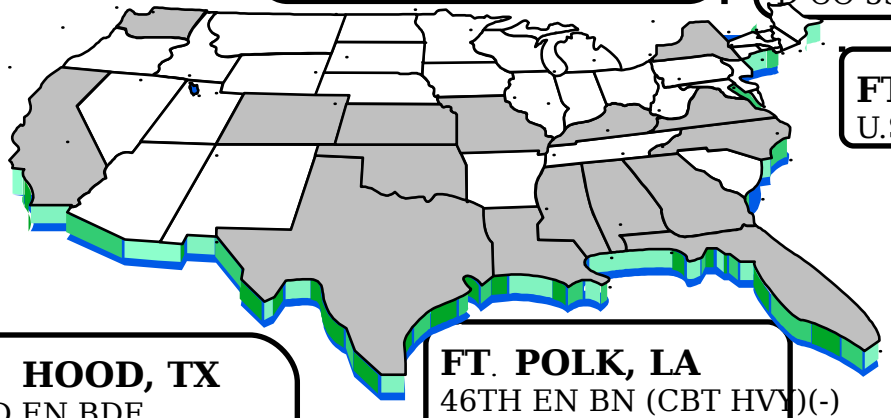
FT LEONARD WOOD, MO
1ST EN BDE (TRNG)
35TH EN BN (TRNG)
169TH EN BN (TRNG)
554TH EN BN (TRNG)
577TH EN BN (TRNG)
5TH EN BN (CORPS MECH)

FT DRUM, NY
41ST EN BN (LT)
642 EN CO (CSE)

FT CAMPBELL, KY
326TH EN BN (AA DIV)
887TH EN CO (LE AA)

FT BELVOIR, VA
249TH EN BN (POWER)
MDW EN CO
D CO 554TH (TNG)

GULFPORT, MS
C CO 169TH EN BN (TNG)



FT EUSTIS, VA
U.S. ARMY DIVE CO

FT CARSON, CO
4TH EN BN (MECH)
52D EN BN (CBT HVY)
43D EN CO (ACR)

FT BRAGG, NC
20TH EN BDE (CORPS ABN)
27TH EN BN (CORPS ABN)
30TH EN BN (TOPO)
100TH EN CO (TOPO)
175TH EN CO (TOPO)
37TH EN BN (CORPS ABN)
307TH EN BN (ABN DIV)
618TH EN CO (LE ABN)
BCO 249TH EN BN (POWER)

FT IRWIN, CA
58TH EN CO (ACR)

FT HOOD, TX
1CD EN BDE
8TH EN BN (HVY DIV)
20TH EN BN (HVY DIV)
91ST EN BN (HVY DIV)
299TH EN BN (HVY DIV)
588TH EN BN (HVY DIV)
62D EN BN (CBT HVY)(-)
68TH EN CO (CSE)
74TH EN CO (AFB)
555TH EN CO (TOPO)

FT. POLK, LA
46TH EN BN (CBT HVY)(-)
84TH EN CO (LT ACR)
814TH EN CO (AFB)

FT SILL, OK
B CO 62D EN BN (CBT HVY)

FT BENNING, GA
36TH EN GRP (CONSTR)
317TH EN BN (HVY DIV)
63D EN CO (CSE)

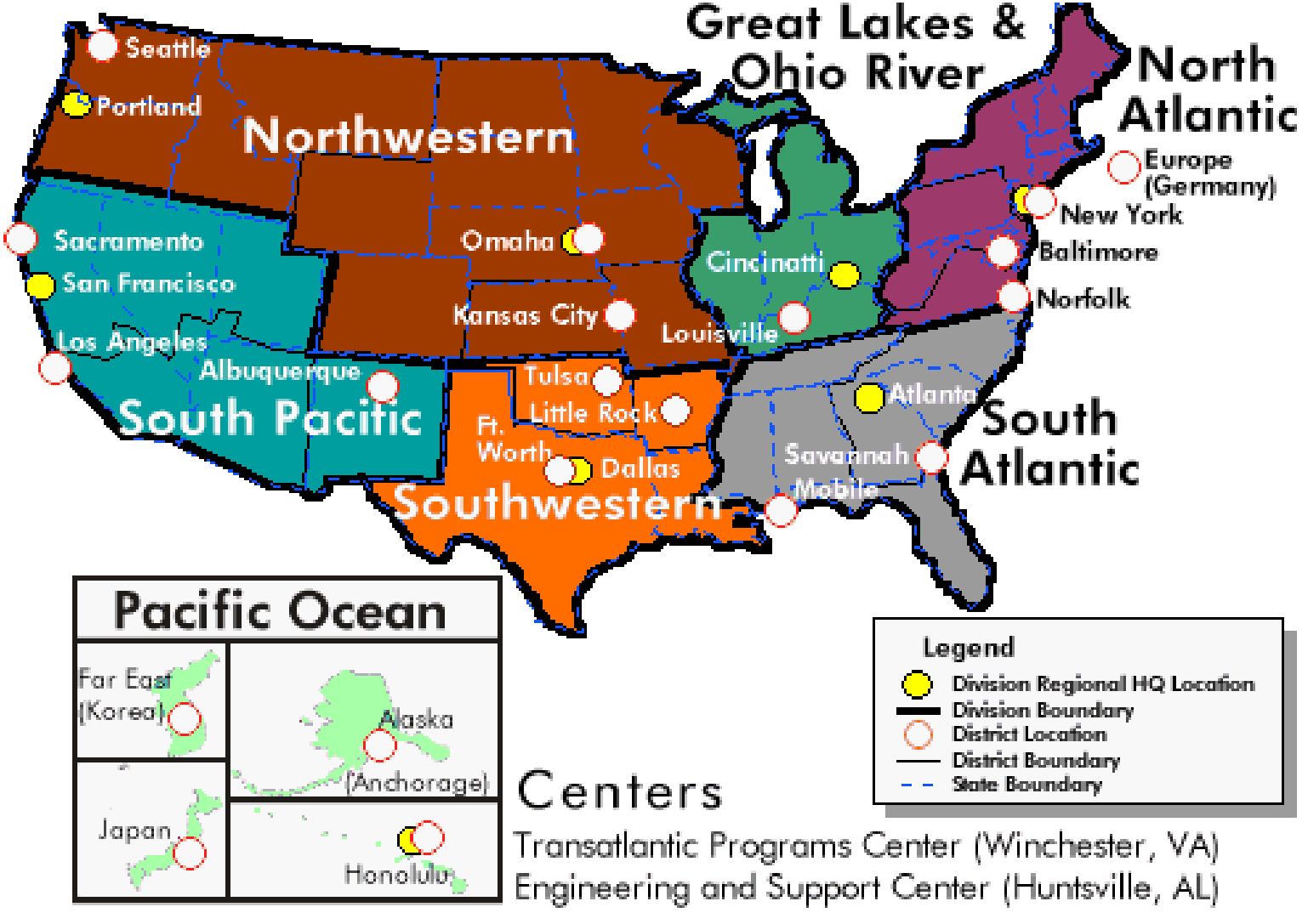
FT RUCKER, AL
B CO 46TH EN BN (CBT HVY)

SHEPARD AFB, TX
D CO 169TH EN BN (TNG)

FT STEWART, GA
3D ID EN BDE
10TH EN BN (HVY DIV)
11TH EN BN (HVY DIV)
92D EN BN (CBT HVY)

PANAMA CITY, FL
D CO 577TH EN BN (TRNG)

USACE Military Boundaries

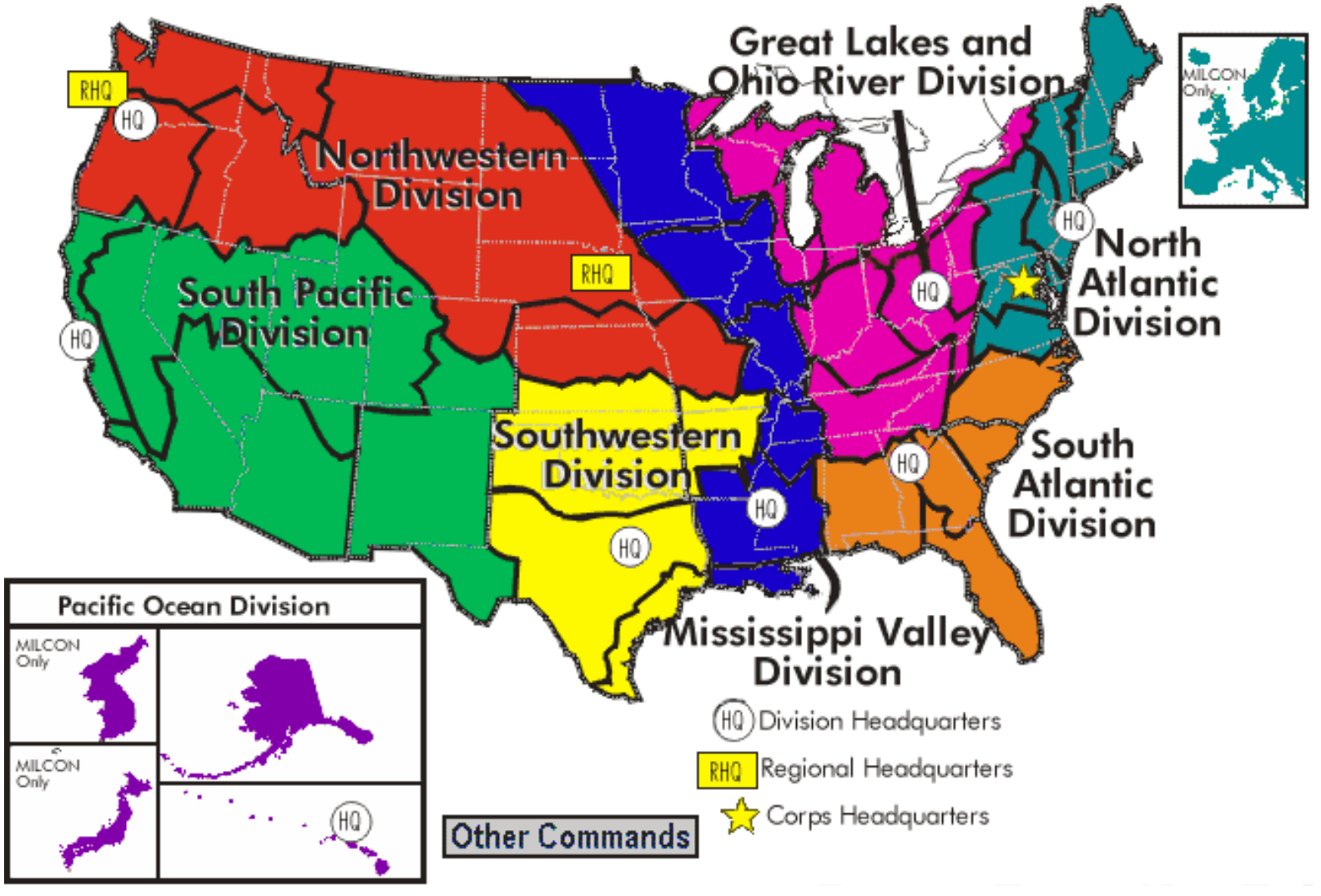


Centers

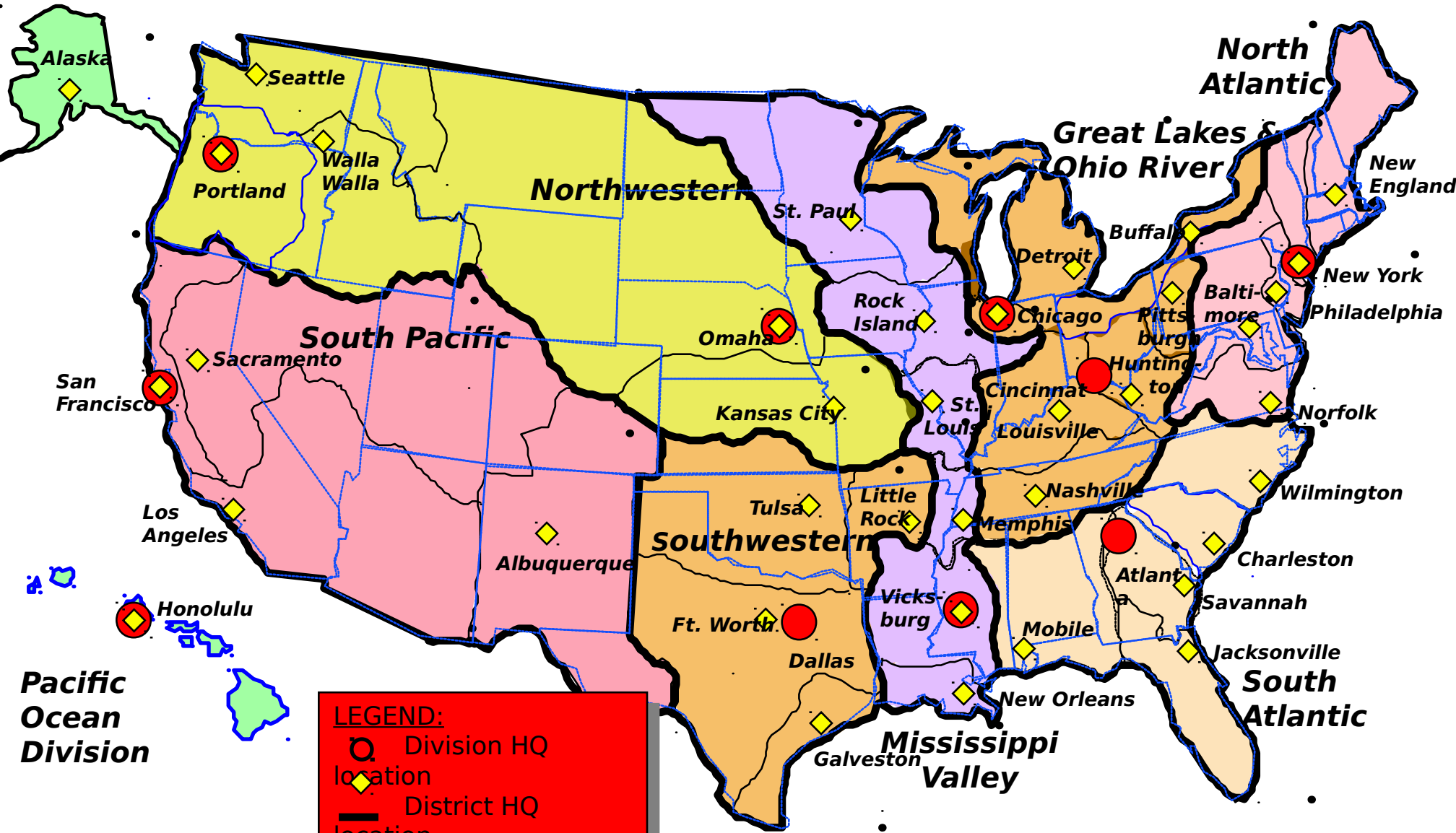
Transatlantic Programs Center (Winchester, VA)

Engineering and Support Center (Huntsville, AL)

USACE Divisions and Districts



Civil Works Divisions & Districts



Conclusion

"…People are central to everything else we do in the Army. Institutions don't transform, people do. Platforms and organizations don't defend this nation, people do. And finally, units don't train, they don't stay ready, they don't grow and develop leadership; they don't sacrifice; and they don't take risks on behalf of the nation, people do. What we say about people in the vision inextricably links the other two parts-- transformation and readiness; without people in the equation, transformation and readiness are little more than academic exercises."

GEN Shinseki, CSA, 8 November 2001

The American Soldier remains indispensable. Our Soldiers are paramount and will remain the centerpiece of our thinking, our systems, and our combat formations. As General Creighton Abrams taught us, "People are not *in* the Army, they *are* the Army".

GEN Schoomaker, CSA, 1 August 2003